

STATEMENT OF CHIEF KIM C. DINE,
UNITED STATES CAPITOL POLICE

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Good afternoon and thank you for the opportunity to appear before the Committee on House Administration to discuss the leadership of the United States Capitol Police (USCP). This afternoon, I would like to provide to the Committee a summary of my first two and half years leading the USCP and lay out for you my short and long term vision and leadership priorities for the Department.

I am joined here today by the Department's Chief of Operations, Assistant Chief Matthew Verderosa, and the Department's Chief Administrative Officer, Mr. Richard Braddock, as well as some of the members of my Executive Management Team.

First, I would like to thank the Committee for its sustained and unwavering support of the United States Capitol Police. The women and men of the USCP work tirelessly to ensure that the legislative process of our government functions without disruption or lapses in security or safety 24 hours a day, 365 days a year. But none of this would be possible without the support of the Congress and that of the Capitol Police Board. We very much appreciate our discussions with you and your staff about our programs and the management of our mission. These discussions have provided us with a regular opportunity to provide the Committee with important updates about our activities, challenges and focus.

Second, I would be remiss if I did not recognize the brave women and men of the United States Capitol Police. Each and every day they place themselves in harm's way to ensure that this great institution can carry out its critical role of legislating and providing one third of the infrastructure for our great democracy. Protecting the legislative process, the symbol of our democracy, the people who carry out the process and the millions of visitors who travel here to see democracy in action each year is not an easy job. However, I firmly believe that the women and men of the USCP continually demonstrate professionalism, pride, and effectiveness in meeting the mission requirements for both routine operations and critical incident response, and do so proficiently. They are both protectors and ambassadors.

In December 2012, I was appointed by the Capitol Police Board to serve as the Chief of Police for the United States Capitol Police. When I became aware of the search for a new Police Chief for the USCP, I decided to wholeheartedly seek the position. I felt that my nearly 38 years of law enforcement service at the time of my appointment, in both an officer and official capacity within the D.C. Metropolitan Police Department and as the Chief of the Frederick, Maryland Police Department, and my previous close working relationship with the National Capital Region law enforcement community could enhance the Department's operations and partnerships. Further, I understood the importance of the USCP's law enforcement and national security responsibilities and I firmly believed that I could effectively lead the great women and men of this organization with a holistic perspective of the law enforcement best practices being utilized across the country.

Within the first two months on the job, I had the pleasure of leading the Department during the 57th Inauguration of the President of the United States. Like the first inauguration of President Barack Obama, this successful inauguration also saw millions of people on the West Front of the U.S. Capitol and down the National Mall, and required unparalleled coordination with national, state, and local law enforcement entities, for which the USCP was one of the primary leads. USCP officers and officials performed flawlessly during this event. This major national security event was immediately followed by another national security event on Capitol Grounds, the President's State of the Union Address, which also required extensive coordination. In addition to these events since my tenure, I have overseen the security operations for:

- The 2014 and 2015 State of the Union activities
- The 2013 and 2014 Memorial Day and 4th of July Concerts on the West Front of the U.S. Capitol
- The 2013, 2014 and 2015 National Peace Officers' Memorial Services
- 6,904 visits from heads of states, dignitaries and VIPs
- 161 CODELS
- The African Summit, which saw 50 heads of states
- Joint Meetings of the U.S. Congress for the President of Republic of Korea, the President of Ukraine, the Prime Minister of Israel, the President of the Islamic Republic of Afghanistan, and the Prime Minister of Japan
- The Concert of Valor
- Over 534 permitted demonstrations where citizens of our country have expressed their rights for free speech in a safe and open environment
- The impacts from ricin being sent through the mail into our mail facilities

- Operational Activities on the Capitol Complex as a result of the Navy Yard Shooting
- The October 3, 2013 vehicular shooting incident on Capitol Hill
- Impacts of demonstrations resulting from the Ferguson, Missouri police activity
- The recent suicide on the West Front of the U.S. Capitol and a suicide last year north of the Russell Senate Office Building
- The recent National Capital Region event with a gyrocopter
- Over 28.1 million screenings for the Capitol Complex, with 3.8 million of those screenings taking place at the Capitol Visitor Center
- Effected 1,502 arrests for both misdemeanor and felony offenses
- Conducted over 4,000 PD-76, Stop or Contact Reports. USCP sworn employees regularly interact with individuals who are engaging in suspicious activity or irregular behavior. This interaction is documented on these forms and tracked.

The threats and risks we face are ever changing with greater focus on national security and the need for close collaboration between other federal, state and local partners. This unique environment provides its own set of challenges though, as we must find ways to create non-classified communication methods to distill classified intelligence, so that it may be shared with our workforce.

Throughout my time as the Chief of Police, I have found that the Department has long serving policies, procedures and collective bargaining agreements that have allowed us to effectively manage the Department. Even so, we have continued to improve and evolve those policies as necessary. Additionally, I have found that we have highly effective training that has

resulted in our officers being able to perform their duties in a highly effective manner. This is demonstrated by their daily work, such as the confiscation of 32 guns, 32 Tasers, 230 knives, 128 pepper spray/mace, 19 knuckles, 13 ASP/Baton, 9 other types of weapons and 915 rounds of ammunition in 2013, 2014 and thus far in 2015. However, response operations have not been the only focus of my leadership.

In February 2014, the Department fully implemented its new digital encrypted radio system without issues or communication service interruptions. This new radio system provides coverage throughout the Capitol Complex, and is now available in areas that previously did not receive radio communications. It has also allowed for greater interoperability. To date, the Department has the ability to conduct interoperable radio communication bridges with more than a dozen other agencies. As a part of this roll out, the Department also provided interoperability equipment to the U.S. Supreme Court Police, the U.S. Secret Service, the U.S. Park Police and the Metropolitan Police Department. This equipment allows both parties to communicate directly on each other's radio systems in order to broadcast critical information in a timely manner. Further, the Department has been approached by other federal law enforcement agencies requesting permission to join the USCP Radio System, because their systems were not functioning at the same level of service and dependability as ours is currently functioning. At the 2015 State of the Union, the Department provided talk groups on our new radio system to several agencies, including the FBI, National Guard, and AMTRAK, which allowed these partners to operate on one radio communication system. This meant that for the first time these other partners were not required to bring their radio systems to the Capitol Complex in order to communicate during the State of the Union. We are very proud of this accomplishment and what

it has provided for our operational capabilities. In August of 2015, the Department is expecting to receive its first system upgrade associated with the new radio system as a part of our ongoing contractual relationship with Motorola.

Additionally, in 2014 the Department successfully achieved reaccreditation from the Commission on Reaccreditation for Law Enforcement Agencies (CALEA). This designation is an acknowledgement of our continued compliance with best practices in terms of policy and procedure in our operational areas.

Further, we reengineered our sworn recruiting process to ensure that we are hiring the best possible candidates in a fair, open and efficient manner. In our two vacancy announcement processes since reengineering the overall recruiting process, we have received thousands of applicants for the position of police officer.

We now conduct Assessment Centers on a routine basis that consists of four parts: an orientation about the Department; a written police test; an initial interview with our investigators; and a Pre-employment Physical Readiness Test. To ensure that applicants fully understand the type of work the Department does on a day-to-day basis, we spend face-to-face time with applicants to describe the various aspects of the duties performed by the Department. Thus far, we have received positive feedback on this reengineered process.

Also as a part of this reengineering process, we have brought our background investigations back inside the Department. Like most of the government, we had outsourced a

portion of this process to a contractor. When that contractor experienced data breaches that affected not only the Department, but also many other federal agencies, we decided to bring the entire background investigation process back under our sole purview. In doing so, we have had to absorb the related costs, but the outcomes have already been evident. The caliber of each investigation is more thorough and our internal team is more efficient in completing the tasks necessary to hire the best qualified candidates for our sworn ranks.

I am proud of the fact that I am the only Chief of Police who has had to manage through both a sequester and a government shutdown. Thanks to great teamwork by our management team, this was successfully accomplished while still providing the required security necessary to keep the Capitol Complex operational, so that the Congress could perform its critical work, and while maintaining financial stability. During both, I worked closely with my leadership team, the Capitol Police Board, our unions and our oversight committees to ensure we conducted our business within established legal requirements in a highly successful manner.

Also during my time as Chief of Police, we have continued our focused efforts to address and resolve recommendations made by the USCP Office of Inspector General (OIG). Since its creation in 2006, the USCP OIG has made 278 recommendations to the Department and the Department has closed 227 of those by fully implementing the recommendations. The USCP has a designated Audit Liaison that is continuing to work on the actions necessary for the closure of the 51 remaining open recommendations, as well as facilitate the review of evidence for closure consideration by OIG staff.

As a part of this work, we have revamped the management practices of our canine program, which will allow us to better manage these critical resources and ensure the long-term viability of this important security program.

Additionally, we have taken steps to address the management of activities within the Hazardous Materials Response Team. These controls will help to govern the way in which the Team performs its activities, especially related to the procurement of assets, accounting for training and other management matters.

The Department has received “unmodified” opinions on its last three financial statements. An unmodified opinion is the opinion where an auditor expresses an opinion that financial statements are presented, in all material respects, in accordance with applicable financial reporting framework. Along with its annual financial statement audit, the Department is the only Legislative Branch entity to also receive an opinion on its internal controls. While the review of the internal controls continues to generate repeat or new findings, it is a helpful tool to assist the Department with improving our systems.

In an effort to enhance our controls over the inventory of weapons and ammunition, we have implemented the recommendations of the OIG related to best practices and the utilization of our overall asset management system to capture the comprehensive inventory of ammunition. Our Property and Asset Management Division has conducted numerous division level inventories, fully assumed the internal controls for weapons and ammunition at our firing range,

and hired a subject matter expert with a vast weapons and ammunition background to oversee the daily operations.

Like other Chiefs before me, I have had to wrestle with the discipline process for the Department. In order to be more efficient in the review and adjudication of discipline cases and resulting penalties, I directed that the process be reviewed and that we make an effort to reengineer and centralize the process to incorporate best practices and provide a greater understanding to our workforce about the administration of discipline, especially about the penalties and accountability that all employees will face if there are violations of our policies and procedures. Our goal is to use discipline to change behavior for not only the person receiving the discipline, but also the workforce as a whole. During this review period, however, we are continuing to rely on our longstanding, established process to adjudicate discipline.

I understand the concerns regarding the recent issues related to the mishandling of weapons by some of our officers. There are no excuses for these mistakes. We take these incidents very seriously and we will rely on our disciplinary process to provide the framework for accountability.

The current USCP disciplinary process is well established, typically involves close coordination with outside legal counsel representing employees, and is responsive to the need to ensure Department rules are maintained and employees are held accountable.

USCP employees are held to a very high standard in terms of conduct and discipline. The USCP has a team of highly experienced, well-trained, professional investigators whose sole job function is to investigate conduct issues. The intent of the Office of Professional Responsibility (OPR) is to have a neutral investigatory body that can ensure the integrity of the Department is maintained. This is done by conducting thorough, defensible, legally sufficient investigations into police officer conduct, as well as other employee related matters. The OPR works closely with the USCP Office of Inspector General.

Depending on the violation and several other factors, penalties can vary from a written warning to termination. Cases with a penalty recommendation of more than 14 days up to Termination allow an employee to choose to have a hearing on the facts with a panel of up to 5 employees. The panel hears evidence, deliberates the verdict, and makes a penalty recommendation to the Chief of Police. The employee has 15 days to appeal or grieve to the Chief.

Decision-makers making penalty recommendations must consider what are widely known as Douglas factors. The USCP is contractually obligated to consider 4 things that make up the 12 Douglas factors. These 4 considerations are:

1. Nature and seriousness of the violation
2. Employee Record
3. Comparative penalties (within last 2 years)
4. Mitigation factors.

These factors are articulated in terms of a final penalty determination. The processes employed in the Discipline process are well established, are grounded in policy, and are typical of other police departments.

In reference to the mishandled weapons cases that have been publicized, it should be pointed out that employees are trained on safe-handling of firearms. A first offense typically receives a 5 or more day suspension without pay. However, there have been more severe cases and some less severe based on a review of the factors described previously. Currently, I am considering increasing the minimum penalty to 30 days suspension to termination for a first offense, with termination for any subsequent violation. This is not offered in response to these incidents, but rather, my belief that any high liability type of violation warrants strict disciplinary action.

I would be remiss if I did not say that the officers involved in these recent weapons cases reported in the media in no way intended to leave their weapons unattended, but as noted, this is not acceptable and they will be held accountable. They do take very seriously their life and safety responsibilities and they acknowledge that they made a mistake.

Currently, basic training includes several weeks of weapons training, discussions on safe-handling of weapons, and instruction on what to do in situations in which an employee uses the restroom. While this is not a regular topic of training, obviously, it must be reinforced to ensure employees remain aware of their responsibility. To encourage sworn employees to safely secure

their weapons, lock boxes for weapons are available at various locations and venues throughout the Capitol Complex for use by our sworn officials and officers.

That said, I have directed that we are implement new elements to our weapons safety training to reinforce the proper handling of weapons. This training will be delivered bi-annually in person during weapons requalification, as well as online annually.

In another area of focus, we are also intensifying our planning efforts, in close coordination with other legislative branch partners, to ensure we are prepared to provide security and law enforcement support for the continuity of government.

All of these operational activities and management initiatives involve our most precious resource, which are our people. No one cares more about our people than I do. The policies I have implemented and revised, as well as my nearly 40 year record, speak for itself. My goal has been and continues to be to create a work environment that provides the tools and training that our workforce needs to be successful in a well-managed and efficient manner. Our relationships with our labor unions are a key part of this goal. During my tenure, we successfully negotiated and ratified a new contract with the Teamsters, which is the labor union representing our covered civilian workforce.

Additionally, I meet regularly with members of the Fraternal Order of Police (FOP) Executive Board on issues of importance to our sworn workforce. We may disagree on some things and each of us works to represent and protect the rights provided to us under labor laws,

but we do make every effort to work collaboratively with a common goal. The welfare of our workforce is paramount if they are to fulfill their massive responsibilities. To that end, I hired a labor specialist to work with both unions to solve problems, work through issues, and continue to enhance the workplace for all employees. We have also initiated negotiations with the FOP on a new contract which will provide a labor-management framework for our covered sworn workforce. These negotiations are ongoing. Please be assured that I and my leadership team remain committed to continuing our work with our labor partners.

These are a few highlights of the Department's operational and administrative activities during my tenure as Chief of Police.

I would now like to briefly lay out for you my focus as we go forward. Before I do, I must acknowledge that I realize that I have not fully developed the relationships with you and other leadership that I needed to have to be a completely effective leader. I came into the Department facing many imminent operational activities and did not appropriately return my focus to establishing myself as Chief of Police with the Congressional Community. I would like you to know that I am committed to making the necessary effort to meet your expectations and provide better communication with all of our oversight committees and congressional leadership. I have already begun my outreach to Members and Committees.

As you know, on May 1, 2015, I appointed Matthew Verderosa as the Chief of Operations and Assistant Chief of Police after a 30 year career in federal law enforcement. He has served in many operational and administrative roles while at the Department, which I believe

make him uniquely qualified to help me and my Chief Administrative Officer, Mr. Richard Braddock, lead the Department.

In an effort to provide greater focus to our efforts, I have laid out a plan for achieving many necessary management activities over the next several months.

As mentioned previously, I will focus on developing the necessary relationships with our stakeholders to be the most effective Chief that I can be. My Department, workforce, and the stakeholders deserve this from me. I and my leadership team will also refocus our efforts on providing enhanced communications with our workforce.

A key area of focus will center on overtime management. Because of the many operational requirements that were unknown when we entered this fiscal year, we have had a higher than normal “burn rate” for our overtime. This required the Department to adjust its overtime projection in our operating plan. Contained within this revised projection is a placeholder for overtime needed for the upcoming Papal visit. We will refine this placeholder as we learn more about the extent of the Pope’s visit and its impact on the Capitol Complex. In order to ensure that we can stay within our established projections, we must manage the utilization of overtime on a daily basis and find all of the efficiencies that we can find. Additionally, we are conducting a review of the utilization of all sworn personnel to ensure we remain efficient.

To ensure that our officers continue to receive training, we have worked with our divisions and our training instructors on the delivery of certain mandatory training at the division level. To do so, we are sending our instructors to the field, so that we can realize the greatest efficiency related to training administration for the remainder of the fiscal year. Should we realize other overtime efficiencies, we plan to resume training at our training academy later this fiscal year as well. Recruit officer training, however, will remain active at our training academy upon their return from FLETC Georgia.

With the appointment of Assistant Chief Verderosa, as well as another vacancy at the deputy chief rank, we will be conducting sworn promotion processes for the ranks of Deputy Chief, Inspector and Captain. This will allow us to maintain an adequate level of sworn officials necessary to lead our operational mission. Additionally, we have contracted with a firm to develop a revised promotion process for the ranks of lieutenant and sergeant. We plan to administer these promotion processes in late 2015 or early 2016.

We will continue our sworn recruiting efforts to ensure we hire the necessary officers to meet our funded level for sworn personnel. Once these recruits are trained and deployed, we will begin to see offsets to our overtime utilization. We recently implemented a new police training officer program that adopts the latest in field training techniques and focuses on ensuring that our new officers apply their training effectively on a daily basis. It provides for constant feedback and remediation for our new officers that will help them adapt to the real world environment.

After a lot of work and focus, we are now ready to implement the deployment of the Department's new Strategic Plan, which will provide greater focus for the USCP's efforts and allow our workforce to more clearly understand their role in achieving our mission responsibilities. During this period, we will continue to conduct our annual Force Development Budget Process in order to develop components of our draft FY 2017 budget request. This process allows us to identify threats and risks; to examine our programs and resources; to determine initiatives to focus on; to validate resource utilization; and to identify potential new initiatives necessary to address risks, threats, and gaps.

Further, we will continue to work closely with the Capitol Police Board to address items related to the security and protection of the Capitol Complex, as well as continue to develop our continuity planning, so that we can execute our mission regardless of the location of the legislative activities. We will also be working with the Board to examine options for rotation of sworn personnel to ensure that our force remains highly skilled in various aspects of our mission and that we do not create situations that promote complacency.

To further enhance our ability to move forward, we will continue to work with the FOP to address the remaining issues related to contract negotiations, in order to ratify a new contract this year. Our work will include an agency head review of the negotiated aspects of the new contract and working toward the implementation of the remaining revised policies governing various activities of our workforce.

Finally, I want to provide you with some brief remarks about my long-term focus. Over the next several years, I plan to focus the Department's energy in several areas which tie to our new strategic plan.

The first area of focus is employing smart policing, which employs a results-oriented, data-driven approach that effectively meets current and future threats and challenges by focusing resources efficiently. To do so, we plan to collect, analyze, and share information and data that informs our management decisions and focuses our resource allocations.

When I became the Chief, I found that the Department had many management reports that were being provided, but I found that they were being used in different ways across the Department – in some cases with differing outcomes. Additionally, there are no common formats and definitions for the data we are capturing. In order to focus our efforts, we plan to strategically focus on specific data sets that when properly analyzed will support our use of resources and highlight areas that will require additional resources. Further, this will allow us to set meaningful performance metrics focused on outcomes, rather than outputs.

The second area of focus centers on our desire to provide safety and security by deploying effective law enforcement services through collaboration, adaptability and innovation. To achieve this goal, we will focus our energy on ensuring that we have the resources needed to provide personnel with the necessary information, preparedness, training and equipment in order to respond to known and emerging threats. We will also continue to emphasize the development of strong and effective partnerships with our federal partners, as well as certain state and local

entities, so that we can maximize our capabilities to meet our mission, not only on the Capitol Complex, but also across the country. Lastly, we will evaluate available and emerging technology, in order to ensure that we have the technology needed to address emerging threats and mission support requirements. By being data driven, we will have the information necessary to make resource determinations and identify areas for potential funding offsets to meet these technology needs or provide justification for the request for additional resources in this area.

The third area that we intend to focus our energy on is developing a workplace focused on efficiency and effectiveness. As I mentioned previously, we plan to enhance communication within the Department and our external stakeholders. We also plan to use our lessons learned to improve our processes, policies and procedures, which will allow our workforce to perform their duties more effectively. We believe that by focusing on communicating with our employees, providing training and necessary equipment, and leading through data driven decision making, we will become an employer of choice, with a highly-motivated and committed workforce. A key part of this effort rests on employee accountability and our ability to continuously improve ourselves.

To successfully achieve these goals and objectives, we must have the loyalty and commitment of our management team with a focus on our workforce driving toward meeting our mission. Without a strong leadership team committed to achieving our collective strategic goals and objectives we will not be able to change the course of the Department. I am committed to taking the leadership actions necessary to build a management team who shares my vision and who will actively engage all levels of our workforce. Given the huge responsibilities of this

Department and our entire workforce, I realize that the Department's failure is not an option. I will continue to evolve my leadership style to ensure our success with meeting the mission, the needs of my workforce, and this community.

Thank you for the opportunity to appear before you today. I would be very happy to answer any questions the Committee may have at this time.